Supplementary Information for Legislative Review

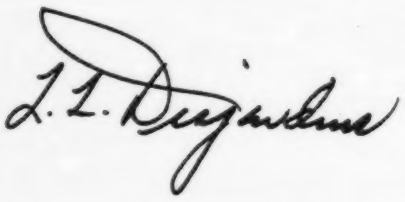
1987 - 1988 Estimates

Manitoba
Health
Alcoholism
Foundation
of Manitoba

PREFACE

This document has been produced by the Alcoholism Foundation of Manitoba (AFM) as a supplement to its printed Main Estimates. It is intended to provide background information on the Foundation to assist Members of the Legislature in their review of the Foundation's Estimates.

The contents of this Supplement are organized into three parts. The first presents an overview of the Foundation's 1987/88 budget requirements. The second provides financial analyses, including details of staffing requirements and expenditures, cross-referenced to the appropriations of the printed Main Estimates. The third section provides a five-year historical budget.



Hon. L. L. Desjardins
Minister of Health

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PART 1

FOUNDATION OVERVIEW

DEPARTMENT OF HEALTH

ALCOHOLISM FOUNDATION OF MANITOBA

MINISTER

The Honourable L. L. Desjardins

CHAIRMAN OF THE BOARD OF GOVERNORS

Judge Charles N. Rubin

EXECUTIVE DIRECTOR

Ian J. Puchlik (C.M.A.)

HISTORICAL BACKGROUND

In 1954, the Bracken Commission recommended the establishment of a foundation to provide facilities and services for the treatment and rehabilitation of alcoholics, counselling, education, prevention and research. The Alcoholism Foundation of Manitoba Act was passed in 1956.

MISSION AND ROLES STATEMENT

CORPORATE MISSION STATEMENT

The Alcoholism Foundation of Manitoba is the provincial authority responsible for providing prevention and treatment programs related to chemical misuse and dependency to individuals and communities; for conducting research into the negative effects of substance abuse; and in so doing, for promoting the health and well-being of Manitobans.

CORPORATE ROLES

AS A SERVICE PROVIDER --

The AFM conducts intervention, prevention, treatment, rehabilitation, research and evaluation programs, including public information, education and training services; and operates clinics, hospitals, centres and offices to deliver such programs.

AS A SPONSOR AND FUNDER --

The AFM enters into agreements with, and makes grants to, government and non-government agencies conducting activities consistent with the mission of the Foundation.

AS A LEADER --

The AFM provides expertise, encouragement and motivation to the community, government and non-government agencies in addressing the problems associated with chemical misuse and dependency; and thereby promotes the health, independence and potential of Manitobans.

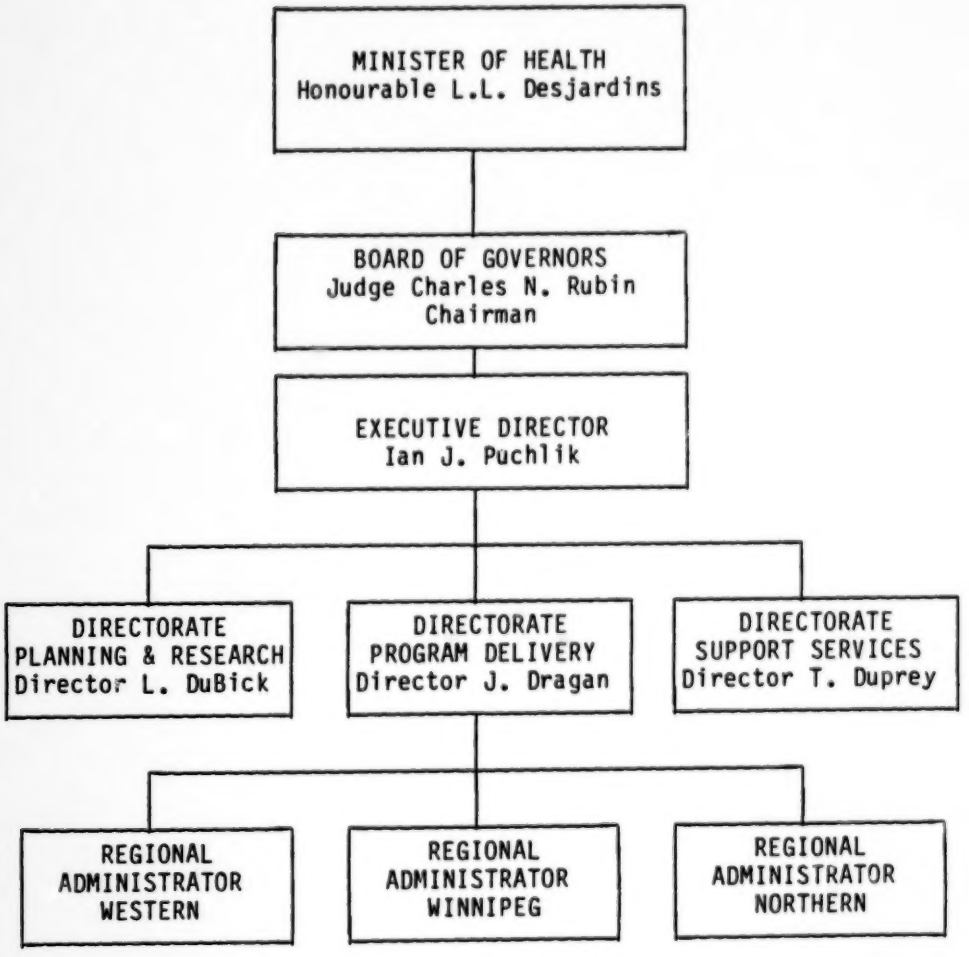
SCHEDULE 1

STATUTORY RESPONSIBILITIES OF THE MINISTER OF HEALTH RE: ALCOHOLISM FOUNDATION OF MANITOBA

The Alcoholism Foundation Act

SCHEDULE 2

DEPARTMENT OF HEALTH
ALCOHOLISM FOUNDATION OF MANITOBA
ORGANIZATION CHART



SCHEDULE 3

DEPARTMENT OF HEALTH
ALCOHOLISM FOUNDATION OF MANITOBA
EXPENDITURE AND RECOVERIES SUMMARY

Adjusted Vote 1986/87		Year Ending March 31, 1988
$ 163,900	Provincial Executive	$ 175,400
1,262,800	Support Services	1,388,700
339,100	Planning & Research	352,500(1)
6,804,400	Program Delivery	7,133,500
1,461,400	Funded Agencies	1,547,700
$10,031,600	Gross Program Costs	$10,597,800
682,400	Less: Recoveries	1,318,000 (2)
$ 9,349,200*	Net Program Costs	$ 9,279,800

(Recoverable from Canada $1,316,600)

Note (1) Formerly the Directorate of Program Evaluation & Development

Note (2) This amount is a direct recovery to the Alcoholism Foundation of Manitoba and does not form part of the Consolidated Fund of the Province.

*Reconciliation Statement

Details	1986/87 Estimates
1986-87 Main Estimates	$10,136,300
Transfer of function to: - Community Services	$ (787,100)
1986-87 Adjusted Vote	$ 9,349,200

CHART 1

PERCENTAGE DISTRIBUTION OF EXPENDITURES

BY DIRECTORATE 1987-88

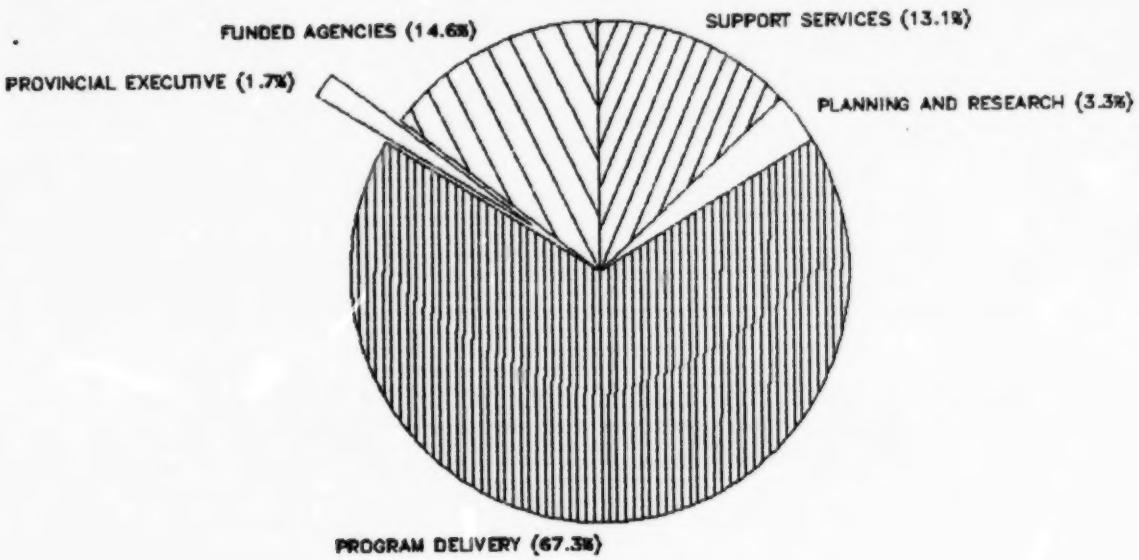
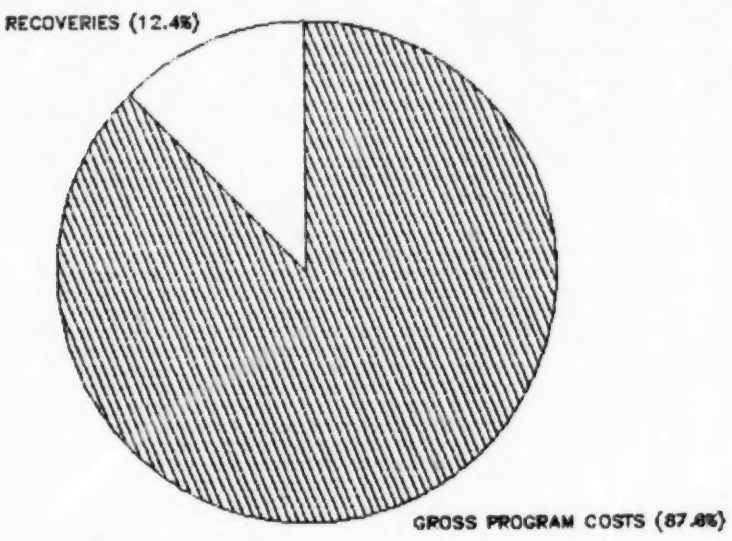


CHART 2

RECOVERIES AS A PERCENTAGE

OF GROSS PROGRAM COSTS 1987-88



Note: In addition to the above direct recoveries, there is a further $1,316,600. recoverable amount from Canada which forms part of the Consolidated Fund of the province.

SCHEDULE 4

DEPARTMENT OF HEALTH
ALCOHOLISM FOUNDATION OF MANITOBA
EXPENDITURE SUMMARY
BY MAJOR ELEMENT

Element	Adjusted Vote 1986/87	Year Ending March 31,1988
Salaries (Details on Schedule 5)	$ 5,794,800	$ 6,083,800
Operating Expenditures	4,236,800	4,514,000
Gross Program Costs	$ 10,031,600	$ 10,597,800

SCHEDULE 5

DEPARTMENT OF HEALTH
ALCOHOLISM FOUNDATION OF MANITOBA
STAFF YEAR/SALARY SUMMARY
BY DIRECTORATE

Res. No. 87	Appro. No. 21-6	Directorate	Adjusted Vote 1986/87 SY	Adjusted Vote 1986/87 Salaries	Year Ending March 31, 1988 SY	Year Ending March 31, 1988 Salaries
		Provincial Executive	3.00	$ 104,600	3.00	$ 113,000
		Support Services	20.00	539,700	20.00	600,000
		Planning and Research	7.26	261,400	6.26	245,500
		Program Delivery	170.00	4,889,100	166.00	5,125,300
		Funded Agencies (1)	N/A	N/A	N/A	N/A
		Total	200.26	$5,794,800	195.26	$6,083,800

Note (1) Funding to agencies is on a grant funding basis and therefore SY's and Salary amounts are not applicable.

SCHEDULE 6

DEPARTMENT OF HEALTH
ALCOHOLISM FOUNDATION OF MANITOBA
STAFF YEAR SUMMARY
BY STAFF CATEGORY 1987/88

Directorate	Managerial		Professional/ Technical		Administrative Support		Total	
	SY	$	SY	$	SY	$	SY	$
Provincial Executive	1.00	61,800	-	-	2.00	51,200	3.00	113,000
Support Services	3.00	141,900	11.00	322,500	6.00	135,600	20.00	600,000
Planning & Research	1.00	55,100	4.00	156,000	1.26	34,400	6.26	245,500
Program Delivery	9.00	394,900	139.26	4,366,700	17.26	363,700	166.00	5,125,300
Funded Agencies (1)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total	14.00	653,700	154.26	4,845,200	27.00	584,900	195.26	6,083,800

Note (1) Funding to agencies is on a grant funding basis and therefore SY's and Staff Categories are not applicable.

CHART 3

PERCENTAGE DISTRIBUTION OF SALARIES

ALCOHOLISM FOUNDATION 1987–88

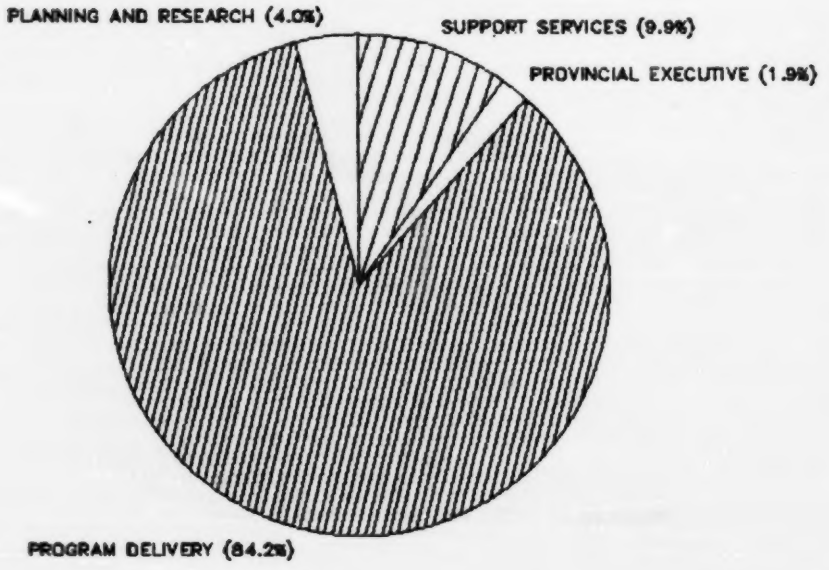
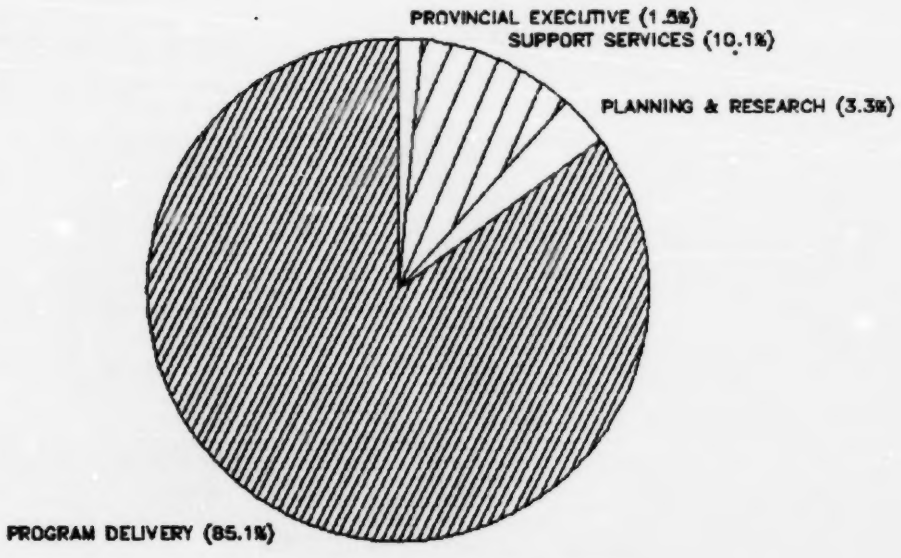


CHART 4

STAFF YEARS

BY DIRECTORATE 1987–88



PART 2

DETAILED FINANCIAL INFORMATION

GLOSSARY

Staff Categories

Managerial

Positions which have been delegated the authority to plan, administer, and control the resources and activities of a defined organizational unit in the Foundation.

Included in this category are:

Executive Management	Executive Director
Senior Management	Directors
Middle Management	Regional Administrators and Managers
Supervisors	One reporting level below Regional Administrators

Professional/Technical

Employees who have duties that relate to specific areas of program operations requiring some functional specialization.

Included in this category are:

Supervision of Field Staff

Rehabilitation Counsellors

Field Workers

Accountant

Professional Officers

Personnel Officers

Trades, Operations and Services

Administrative Support

Employees who have duties related to the provision of support and assistance to program operations.

Included in this category are:

Managerial Assistants

Administrative Assistants

Secretaries

Clerks

Other Expenditure Categories

Personnel Services	- Other Earnings, Canada Pension Plan, Unemployment Insurance, Group Insurance, Group Long Term Disability, Superannuation, Dental Claims, Education Tax Levy
Transportation	- Vehicle Costs, Couriers, Patient Transportation
Communication	- Advertising and Exhibits, Telephone, Postage
Supplies and Services	- Films, Tapes, Professional Services, Board of Governors Honorarium, Other Fees, Furnishings and Equipment, Household Services Supplies, Maintenance and Repairs, Medical Supplies, Property Taxes, Rent and Insurance, Office Supplies, Food, Utilities
Other Operating	- Educational Literature, Books and Periodicals, Evaluation Projects, Staff Development, Training Programs, Travel

Adjusted Vote 1986-87	Appro. No.	Alcoholism Foundation Details of Appropriation	Year Ending March 31, 1988	Resolution No.
$ 9,349,200	21-6	Alcoholism Foundation of Manitoba	$ 9,279,800	87

The Board of Governors is the governing body of the Foundation which directs and administers the affairs of the Foundation.

The Executive Director administers the planning and direction of the Foundation on a day-to-day basis.

The Directorate of Support Services provides service, advice, direction and control to the organization in the functional areas of financial planning, accounting, personnel, information dissemination, and building operations and maintenance.

The Directorate of Planning & Research designs, implements and monitors corporate strategic planning and service standards, conducts policy research and research projects, develops and maintains statistical reporting systems and conducts audits of AFM programs.

The Directorate of Program Delivery provides counselling, intervention and follow-up services in residential, nonresidential, continuing care, modes and provides a range of prevention, intervention services, together with various community training and education courses.

Funded agency programs offer services through private agencies which receive all or a portion of their revenue from the Foundation. The services provided through these agencies include: counselling, referral, detoxification, short and long term residential rehabilitation, work activity programs, out-patient follow-up and halfway houses.

			Reference No.
$ 163,900	Provincial Executive	$ 175,400	1
1,262,800	Support Services	1,388,700	2
339,100	Planning & Research	352,500	3
6,804,400	Program Delivery	7,133,500	4
1,461,400	Funded Agencies	1,547,700	5
$10,031,600	Gross Program Costs	$10,597,800	
682,400	Less: Recoveries	1,318,000	
$ 9,349,200	Net Program Costs	$ 9,279,800	

Reference No. 1

PROVINCIAL EXECUTIVE

Objectives

(a) Board of Governors

- to establish policies governing all aspects of the Foundation's operations to effectively achieve the aims and objects of the Alcoholism Foundation of Manitoba Act and to advise the Minister on alternatives and courses of action

(b) Executive Function

- to manage the ongoing operations of the Foundation effectively and efficiently consistent with Board policy
- to advise the Board on courses of action to achieve Foundation objectives
- to liaise with other government departments, other Provinces and organizations external to the Foundation with regard to chemical dependency problems and policies.

Activity Identification

(a) Board of Governors

The Board of Governors is the governing body by which the affairs of the Foundation are directed and administered under the authority of the Alcoholism Foundation of Manitoba Act. The membership is diverse, both regionally and professionally, to ensure a cross-sectional influence on the Board's deliberations.

The Board is primarily responsible for the establishment of policies and directions of the Foundation, and monitoring progress towards the attainment of objectives.

(b) Executive Function

As the principal function of the Executive Director is the operation of the Foundation on a day-to-day basis, his typical duties are of a planning, organizing and controlling nature to ensure the effective and efficient operation of the Foundation. This is done in concert with the Directors of the three functional areas.

The activities of the Executive Director also encompass liaison with many constituents external to the Foundation, i.e. Government departments, other provinces and organizations external to the Foundation.

PROVINCIAL EXECUTIVE

Expected Results

The most critical elements for the Provincial Executive Function are twofold:

(a) The Corporate Strategic Planning Process has identified numerous pressing issues that must be addressed quickly. In the coming years, the process must seek a "future vision" for the Foundation to more clearly define the array of services to be required in the next decade, and take positive steps to ensure that the services are in place when required.

(b) Financial projections of health care costs have caused both Federal and Provincial Governments to note that changes in health care delivery are required. Governments have indicated their intention to place more emphasis on community-based deinstitutionalized delivery of services, and towards prevention and youth programs, while maintaining institutionalized and treatment programs at the minimum level required for adequate health care. The Executive Function must respond to the financial reality by incorporating this shift in philosophy and realigning resources to accommodate the new thrust.

Reference No. 1

Appropriation #21-6

PROVINCIAL EXECUTIVE

Adjusted Vote 1986/87			Year Ending March 31, 1988	
SY	$		SY	$
		SALARIES		
1.00	59,000	Managerial	1.00	61,800
-	-	Professional/Technical	-	-
2.00	45,600	Administrative Support	2.00	51,200
3.00	104,600	Total Salaries	3.00	113,000
		OTHER EXPENDITURES		
	8,000	Personnel Services		8,400
	4,900	Transportation		5,000
	26,100	Supplies and Services		23,000
	20,300	Other		26,000
	59,300	Total Other Expenditures		62,400
	163,900	Total Expenditures		175,400

Reference No. 2

SUPPORT SERVICES DIRECTORATE

Objectives

To provide for the planning, controlling and operating of the accounting, audit, payroll, budgeting, finance and purchasing systems.

To provide for personnel policy development, recruitment advice and guidance, contract negotiations, employee relations, job evaluations, classification, pay administration and training and development administration.

To provide library, audio/visual services and printed information distribution to staff, the general public and to organizations external to the Foundation.

To provide client cafeteria services, building operation and facility maintenance services in Winnipeg.

Activity Identification

Financial Administration

Personnel Administration

Property Management

Library and Information Services

Expected Results

Maintain financial and budgetary control, financial reporting and estimates.

Carry out internal and external agency compliance audits and provide financial guidance.

Provide a full range of personnel services, represent the Foundation in collective bargaining and pay equity negotiations.

Coordination of training and development for Foundation staff.

Addictions information dissemination and library operation.

Building and food service operation and control.

Reference No. 2

Appropriation #21-6

SUPPORT SERVICES DIRECTORATE

Adjusted Vote 1986/87			Year Ending March 31, 1988	
SY	$		SY	$
		SALARIES		
3.00	141,600	Managerial	3.00	141,900
11.00	268,500	Professional/Technical	11.00	322,500
6.00	129,600	Administrative Support	6.00	135,600
20.00	539,700	Total Salaries	20.00	600,000
		OTHER EXPENDITURES		
	124,400	Personnel Services		139,300
	20,900	Transportation		20,000
	74,600	Communication		73,900
	459,900	Supplies and Services		509,900
	43,300	Other		45,600
	723,100	Total Other Expenditures		788,700
	1,262,800	Total Expenditures		1,388,700

Reference No. 3

PLANNING & RESEARCH DIRECTORATE

Objectives

To support the work of the organization and the addictions service system by identifying priorities, emerging issues and trends, and coordinating strategic planning, policy development, research, data systems and program audits.

Activity Identification

Planning and Policy Development

Research and Data Systems

Service Standards and Program Audits

Expected Results

Conduct program outcome studies of major programs to determine effectiveness, and to design more economical, yet quality, service alternatives, where required (1987-91).

Establish service standards to ensure consistency and uniformity of basic services, and conduct program audits on the basis of these standards to measure program outcomes and effectiveness (1986-89).

Develop and implement strategies to obtain additional funding, including participation in federal/provincial Review of Cost-Sharing arrangments for Persons with Disabilities.

Resolve current federal/provincial jurisdictional and funding issues related to Native Services.

Establish capacity for both internal research and research conducted by the external research community.

Review and modify the existing Uniform Data System for more effective statistical reporting and analysis.

Reference No. 3

Appropriation #21-6

PLANNING AND RESEARCH DIRECTORATE

Adjusted Vote 1986/87			Year Ending March 31, 1988	
SY	$		SY	$
		SALARIES		
1.00	51,800	Managerial	1.00	55,100
5.00	176,800	Professional/Technical	4.00	156,000
1.26	32,800	Administrative Support	1.26	34,400
7.26	261,400	Total Salaries	6.26(1)	245,500
		OTHER EXPENDITURES		
	22,500	Personnel Services		19,500
	5,000	Transportation		2,500
	-	Communication		300
	19,500	Supplies and Services		25,100
	30,700	Other		59,600
	77,700	Total Other Expenditures		107,000
	339,100	Total Expenditures		352,500

(1)Reduction of one (1) staff year required to meet resource target level.

Reference No. 4

PROGRAM DELIVERY

Objectives

To deliver intervention, counselling, aftercare services of a residential/non-residential nature, consistently throughout the province,

- that gain acceptance by the individual of the addiction or chemical dependency and agreement to the need for treatment;
- that give the individual knowledge of the personal factors leading to alcoholism and other drug abuse;
- that pursue and help the individual/family where necessary to develop new patterns of living and to provide support through available community resources.

To deliver community awareness, support and lifestyle programs throughout the province that promote non-drug dependency lifestyles.

To deliver AFM training programs throughout the province in order to increase awareness of the harmful use of drugs and to develop skills and knowledge base required in professional activities.

To deliver early intervention programs for parents, employers and significant community gatekeepers that enables those persons displaying chemciallly dependent destructive behaviour to get help.

To deliver education/awareness programs in the school system throughout the province.

To deliver education/intervention programs to those persons charged with impaired driving offences.

Activity Identification

Intervention/Counselling

Community Awareness

Training Programs

Education/Awareness

Impaired Drivers' Program

Reference No. 4 (Continued)

PROGRAM DELIVERY

Expected Results

Provision of high quality and accessible treatment programs (both residential and non-residential) for addicted Manitobans - including impaired drivers.

Design and delivery of province wide training programs for social service personnel, educators, clergy, medical staff, etc.

Introduction of a drug education curriculum (English and French) in the junior high schools (1984-1990).

Development and operation of an intensive "day" treatment program (i.e. community-based).

Provision of consultation services for business and industry, governments, etc. regarding Employee Assistance Programs.

Implementation of diverse projects and services related to the AFM's Womens' Services policy.

Development of a marketing plan for specific programs and services of the AFM.

Revisions to the nature, content, and process of treatment within residential facilities.

Partial completion of the development of a one year comprehensive training program for AFM counsellors.

Implementation of a series of objectives arising from the AFM's Prevention Plan - including the development of a youth intervention for secondary schools.

Reference No. 4

Appropriation #21-6

PROGRAM DELIVERY DIRECTORATE

Adjusted Vote 1986/87			Year Ending March 31, 1988	
SY	$		SY	$
		SALARIES		
11.00	469,700	Managerial	9.00	394,900
140.26	4,045,200	Professional/Technical	139.26	4,366,700
18.26	374,200	Administrative Support	17.26	363,700
170.00	4,889,100	Total Salaries	166.00(1)	5,125,300
		OTHER EXPENDITURES		
	730,200	Personnel Services		784,500
	175,900	Transportation		208,500
	61,100	Communication		84,500
	657,400	Supplies and Services		679,400
	290,700	Other		251,300
	1,915,300	Total Other Expenditures		2,008,200
	6,804,400	Total Expenditures		7,133,500

(1)Reduction of four (4) staff years required to meet resource target level.

Reference No. 5

FUNDED AGENCIES

Objective

To provide program and funding support to external agencies which deliver a range of addiction services and promote health recovery and community integration.

Activity Identification

Alcohol Recovery Inc.
- Operates two post-treatment homes in Winnipeg; a men's residence and a women's residence.

Churchill Health Centre
- Operates an outpatient alcohol and drug program as part of community outreach service.
- Provides prevention, counselling, assessment and referral services to residents of the Churchill and Hudson Bay areas.

Kia Zan Inc.
- Operates a mid-term residential program for chemically-dependent men and women.

Native Alcoholism Council of Manitoba (NACM)
- NACM operates a residential and outreach chemical dependency treatment program in Winnipeg for Natives.

Sagkeeng Alcohol Rehab Centre
- Operates a residential chemical dependency treatment program on the Fort Alexander Reserve (Pine Falls)

St. Norbert Foundation Inc.
- Provides a long-term residential treatment program for chemically-dependent individuals and family units.

Salvation Army
- Operates a number of chemical dependency-related services in Winnipeg: Men's Harbour Light (non-medical detoxification and treatment program; Women's Harbour Light (treatment service); and New Hope Lodge (Men's Halfway House).

The Pas Health Complex, Rosaire House
- Provides detoxification, residential and outpatient programs for residents of The Pas and environs.

Reference No. 5 (Continued)

FUNDED AGENCIES

Expected Results

Delivery of quality treatment programs for persons suffering from alcohol and drug abuse.

Provision of services that are readily accessible to all addicted persons within the Province.

Reference No. 5

Appropriation #21-6

FUNDED AGENCIES

Adjusted Vote 1986/87			Year Ending March 31, 1988	
SY(1)	$		SY(1)	$
N/A	-	Alcohol Recovery Inc.	N/A	35,200
N/A	45,400	Churchill Health Centre	N/A	47,000
N/A	189,700	Kia Zan Inc.	N/A	196,300
N/A	299,600	Native Alcoholism Council	N/A	310,100
N/A	46,100	Sagkeeng Alcare Centre	N/A	47,700
N/A	222,600	St. Norbert Foundation	N/A	230,400
N/A	174,500	Salvation Army	N/A	180,600
N/A	483,500	The Pas Health Complex	N/A	500,400
	1,461,400	Total		1,547,700

(1) Funding to agencies is on a grant funding basis and therefore Staff Years are not applicable.

PART 3

HISTORICAL INFORMATION

APPENDIX 1

DEPARTMENT OF HEALTH
ALCOHOLISM FOUNDATION OF MANITOBA
FIVE-YEAR EXPENDITURE AND STAFFING SUMMARY BY DIRECTORATE
FOR YEARS ENDING MARCH 31, 1984 - MARCH 31, 1988

	Actual Expenditures						Adjusted Vote		Main Estimates	
	1983/84		1984/85		1985/86		1986/87		1987/88	
	SY	$	SY	$	SY	$	SY	$	SY	$
Provincial Executive	3.00	175,411	3.00	157,559	3.00	177,941	3.00	163,900	3.00	175,400
Support Services	14.26	1,352,112	14.26	1,281,543	18.26	1,261,194	20.00	1,262,800	20.00	1,388,700
Planning & Research	6.00	154,771	6.00	322,584	8.00	220,399	7.26	339,100	6.26	352,500
Program Delivery	150.00	5,518,781	152.00	5,556,293	157.00	5,845,664	170.00	6,804,400	166.00	7,133,500
Funded Agencies	N/A	2,013,799	N/A	2,073,950	N/A	2,121,000	N/A	1,461,400 (1)	N/A	1,547,700 (1)
Total	173.26	9,214,874	175.26	9,391,929	186.26	9,626,198	200.26	10,031,600	195.26	10,597,800

Note (1) Decrease from previous years represents a transfer of function to Community Services.

APPENDIX 2

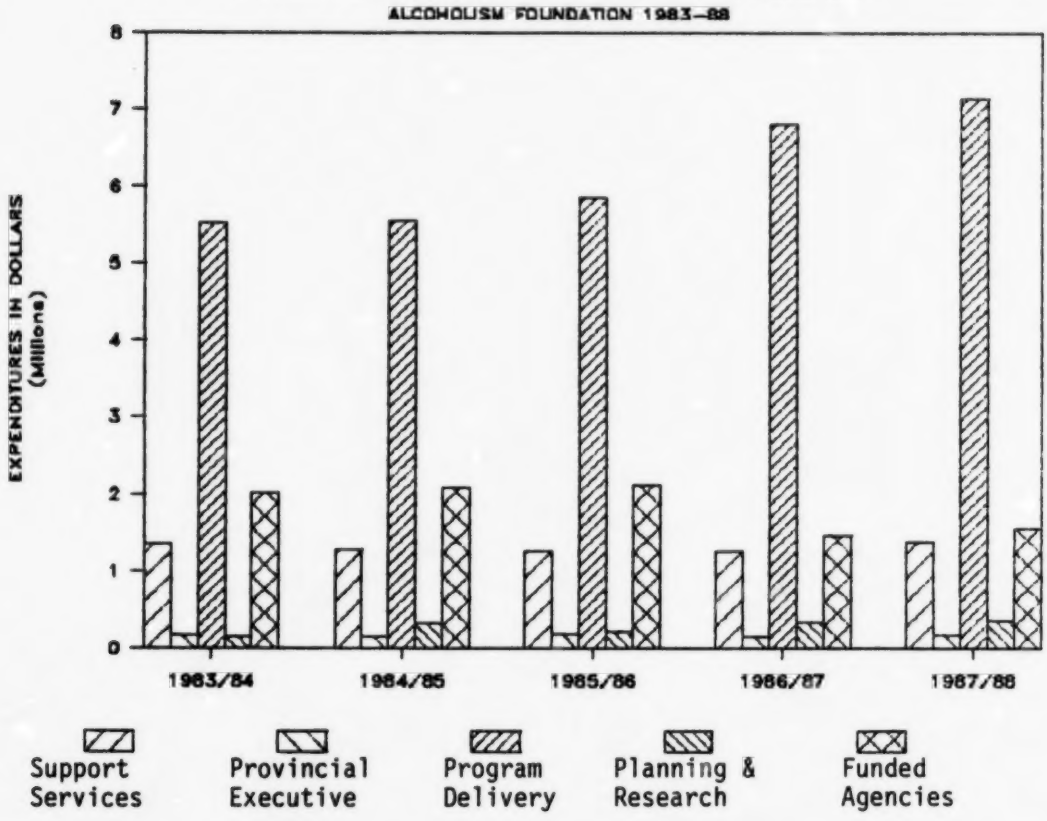
DEPARTMENT OF HEALTH
ALCOHOLISM FOUNDATION OF MANITOBA
FIVE-YEAR RECOVERIES SUMMARY
FOR YEARS ENDING MARCH 31, 1984 - MARCH 31, 1988

	Actual Recoveries			Adjusted Vote	Main Estimates
	1983/84 $	1984/85 $	1985/86 $	1986/87 $	1987/88 $
Recoveries (1)	340,141	314,299	322,110	682,400	1,318,000

Note (1) Recoveries are a direct recovery to the Alcoholism Foundation of Manitoba and do not form part of the Consolidated Fund of the Province.

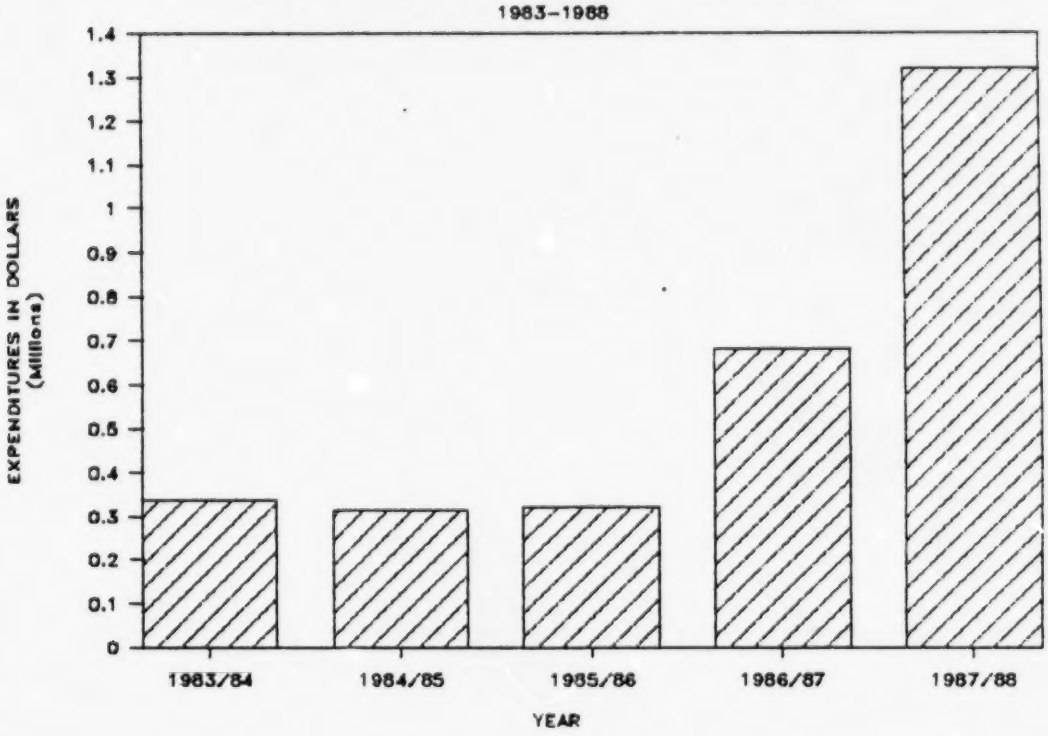
APPENDIX 3

FIVE YEAR EXPENDITURE SUMMARY



APPENDIX 4

FIVE YEAR RECOVERY SUMMARY



FIVE YEAR STAFF HISTORY BY DIRECTORATE